INDIANA DEPARTMENT OF CHILD SERVICES

Quarterly Report
to
The Indiana State Budget Committee
and
The Indiana Legislative Council

Submitted by:
James W. Payne, Director
For the quarter ended
June 30, 2007

Protecting our children, families and future

Pursuant to IC 31-33-1.5, once every three months, the Department of Child Services is required to submit a report to the Budget Committee and the Legislative Council that provides data and statistical information regarding caseloads of child protection workers. This report details:
1. The department's progress in recruiting, training and retaining caseworkers
2. The methodology used to compute caseloads for each child protection worker
3. The statewide average caseloads for child protection caseworkers and whether they exceed the standards established by the department
4. A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards
5. Recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services

1. Recruitment, Training and Retention of Family Case Managers

In order to reach the second year goal of adding 175 new family case managers (FCMs) and 25 new supervisors in SFY 2007, DCS continues to look at personnel and training needs along with capacity. DCS currently has an embedded Human Resources Manager, plus three other staff positions in State Personnel to support the agency. With these resources, the recruitment and hiring process is operating smoothly.

A timeline was established to outline the steps beginning with identifying counties in need of staff and ending with the FCMs first day of work. The process takes a minimum of eleven weeks and requires interviewing a minimum of seven applicants for each position available. Recruiting and interviewing is done locally; the process is managed by Central Office and is detailed in Exhibit 1. Whenever possible, more lead time is added to allow for more flexibility.

DCS determines the optimum hiring schedule on a rolling basis—at least eleven weeks before the start date. The first class began July 5, 2005 and a new class was added nearly every two weeks for a total of 23 classes during SFY 2006 and 20 classes during SFY 2007. In each new bi-weekly class, slots were created for both new hires and vacancy fills, depending on need. Groups ranged in size from 20 to 25. The location of the training cohort was regionally based and corresponded with where the trainees would eventually be stationed.

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The training course itself has been revised based upon the feedback of graduates. For the first eleven months of fiscal year 2006, training took place over a twelve week period. Four of the twelve weeks took place in Indianapolis and the other eight were set in one of the regional training centers. In May 2006, the course was reduced to nine weeks of work in a classroom with transfer of learning days occurring in the county offices. Following that are three weeks of on-the-job training. Further enhancements to both the transfer of learning activities and on-the-job training are under development and will be outlined in a future report.

Since July 1, 2005, the Department of Child Services (DCS) has increased the total number of FCM positions by 350, from 842 to 1,192. The number of filled FCM positions increased from 708 as of July 1, 2005 to 1155 on June 30, 2007, representing an increase of 447 people. The chart below summarizes the increases.

Data as of:	7/01/2005	6/30/2006	6/30/2007	Gain/ (Loss)
# of FCM 2 & 3 positions	842	1017	1192	350
# of filled FCM positions	708	1012	1155	447
# of FCM vacancies	134	5	37	(97)

The Department also hired 848 Family Case Mangers during SFY 2006 and SFY 2007. Three hundred and fifty of the 848 are new positions allocated since July 1, 2005. The remaining 498 FCMs were hired to fill vacancies due to terminations, resignations, promotions, retirements and transfers to different agencies. It is estimated that 136 FCMs were either promoted or transferred to another State agency. DCS is currently developing a process by which to track this data more accurately. Overall, 362 FCMs have left state employment vis-à-vis termination, resignation or retirement during this time period. Of these, 104 were employed for a year and three quarters or less. The chart below indicates the time frame in which these 104 left state employment.

Time Frame	Number	Percent
First 3 months	23	22%
4 – 6 months	25	24%
7 – 9 months	22	21%
10 – 12 months	18	17%
13 – 15 months	9	9%
16 – 18 months	5	5%
19 – 21 months	2	2%
22 – 24 months	0	0%

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DCS has developed an exit interview survey for all employees who leave the Department to complete voluntarily. We have gathered 75 responses since mid April of SFY 2007; the majority of which are from Family Case Managers. Thirty-five of the 75 employees that responded are leaving for a better job opportunity. Of those, 13 are leaving for a better rate of pay, followed by 11 who are leaving for a different type of work. The data and commentary show that while employees generally felt that they were aware of the Agency's direction and vision, their consensus was that they were not recognized when they did a good job and that their supervisors were not open to suggestions and were not able to provide them with constructive feedback. Most of these concerns should be addressed with the implementation of Practice Reform, which will assist in providing a mechanism to improve communication, feedback, and teamwork at all levels.

2. Caseload data

On a monthly basis, DCS gathers information to determine which counties are in the greatest need of staff. The information is gathered from Indiana's automated child welfare reporting system (ICWIS) and from local county directors. ICWIS provides information on the number of new investigations opened each month and the number of children served by the county. County directors confirm staffing levels, including total staff, staff in training, and staff unavailable for any reason. This information is loaded into a spreadsheet. DCS is converting to the use of PeopleSoft numbers rather than self-reported numbers, as inconsistencies were found in the self-reported numbers.

The issue of caseload data must include consideration of the current national discussion regarding caseload definitions. As currently set out in statute, DCS must comply with the Child Welfare League of America standards that include no more than 12 new investigations per month or 17 ongoing children being supervised by a case manager at any one time. DCS must meet these benchmarks by July 1, 2008. Those definitions are clear in large to medium counties, where the caseloads allow those divisions to be clearly defined. In smaller counties, however, the issue of mixed caseloads is more difficult to determine, in large part because ongoing caseloads of 17 are fairly static while new investigation caseloads are fluid, changing day to day, week to week. We will continue to work with national leaders and organizations, as these discussions bring more mathematical certainty to those designations.

Exhibit 2 shows the number of FCMs needed to reach 12 investigations OR 17 on-going children. Please note that these numbers are cyclical and vary from month to month.

Additionally, there is tremendous national dialogue on the issue of defining caseload versus workload. The distinction has to do with the number of cases a casework manager will have versus the effort necessary to adequately and appropriately provide that work – leading to safety, permanency, and well-being for children and families. This becomes particularly more difficult as we add to or significantly change the workload requirements for case managers either by statute or by policy. One example of this is the recent requirement for more extensive criminal background checks, specifically referring to the time and complexity involved for a case manager to obtain those background checks.

Finally, the issue of caseload reduction will be impacted greatly as DCS implements its philosophy of practice in safety for children remaining at home, implementing a practice of engaging families through team participation, and more accurate assessment of initial care and ongoing treatment. Over time, it is anticipated that these matters will be effective in reducing the degree and intensity of involvement and various stages through the process.

3.   <u>Percentage of caseloads in compliance with standards.</u>

Analysis of Exhibit 2 indicates that, as of June 30, 2007, 5.4% or 5 counties meet the 12/17 standard.

It should be noted that these numbers are based on peak caseloads. It is possible that any individual FCM will be carrying a caseload in excess of benchmark. However, as additional FCMs are hired and trained, and existing FCMs are retained on the job, the peak figure should better reflect actuals. Moreover, as additional FCMs are hired, based on allowances set in the biennium budget, caseloads should decline and approach acceptable levels.

4.   <u>Plans to reduce caseloads</u>

DCS will continue with the plan to hire 400 more case managers for SFY 2008 as funded by the General Assembly in addition to 75 supervisors. Monthly, the caseload averages will be calculated and analyzed.

5. <u>Effective and Efficient Delivery of Child Protection Services</u>

Beginning December 2005, DCS embarked upon a comprehensive Practice Reform initiative. It is a grass roots initiative that will teach Family Case Managers how to engage and team with families in ways the Department has never done. We believe this

approach will have significant long-term impact on positive outcomes for children and families, leading to shorter lengths of stay, faster reunification or permanence and will ultimately reduce case loads.

Although many positive steps occurred to facilitate the effective and professional delivery of child protection services, many challenges remain. They include:

- Continuing to hire new FCMs to reach legislated caseloads
- Ensuring proper support of FCMs through sufficient supervision
- Maintaining sufficient support staff for supervisors and FCMs in local offices
- Retaining sufficient legal staff to support legal needs of local offices
- Preserving sufficient administrative staff to support county operations
- Increasing Central Office staff to sufficiently support financial, policy, training, programs, and quality assurance

As mentioned previously, DCS will continue to hire FCMs and supervisors throughout SFY 2008 as provided for in the budget. All required legal staff should be in place by the end of SFY 2008. Local contract attorney positions have been and continue to be converted into state staff attorneys. Under this arrangement, legal counsel for the department is more comprehensive and congruent as FCMs and lawyers work together in the same office to prepare cases.

Much research has gone into the analysis of Central Office functions and the needs for adequate support for the work in the field. Organizational structures and ratios in other states were reviewed by the Annie E. Casey Foundation's Strategic Consulting Group. Based on their input and DCS executives' assessments, a proposal for additional staff was submitted to and approved by the State Budget Agency for SFY 2007. An analysis of the need for additional staff in the next biennium showed they are critical in supporting the work of the 1,155 FCMs who are direct service providers.

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Cohort Hiring Timeline
SFY 07

Exhibit 1

Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	Interview Complete*	Position Offered*	Position Accepted	Send Signed Applicant Release form to HR	Offer Letter Sent	Hotel Confirmation Complete	Start Date	Graduation Date
Responsibility	Stephanie Beasley	Stephanie Beasley	HR/SPD	HR/SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**	**Regional Managers, County Directors**	**Applicant**	**Regional Managers, County Directors**	HR/SPD	*Peggy Farrar*	Employee	Employee
Time Frame	Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**	**Day 56**	**Day 63**	**Day 65**	Day 67	*Day 70*	Day 77	Day 161
24	16-May-06	Fort Wayne	N/A	16-May	29-May	5-Jun	**12-Jun**	**19-Jun**	**26-Jun**	**28-Jun**	30-Jun	*3-Jul*	10-Jul	2-Oct
25	30-May-06	Michigan City	N/A	30-May	12-Jun	19-Jun	**26-Jun**	**3-Jul**	**10-Jul**	**12-Jul**	14-Jul	*17-Jul*	24-Jul	16-Oct
26	13-Jun-06	Muncie	N/A	13-Jun	26-Jun	3-Jul	**10-Jul**	**17-Jul**	**24-Jul**	**26-Jul**	28-Jul	*31-Jul*	7-Aug	30-Oct
27	27-Jun-06	Scottsburg	N/A	27-Jun	10-Jul	17-Jul	**24-Jul**	**31-Jul**	**7-Aug**	**9-Aug**	11-Aug	*14-Aug*	21-Aug	13-Nov
28	12-Jul-06	Michigan City	N/A	12-Jul	25-Jul	1-Aug	**8-Aug**	**15-Aug**	**22-Aug**	**24-Aug**	26-Aug	*29-Aug*	5-Sep	28-Nov
29	25-Jul-06	Marion County	N/A	25-Jul	7-Aug	14-Aug	**21-Aug**	**28-Aug**	**4-Sep**	**6-Sep**	8-Sep	*11-Sep*	18-Sep	11-Dec
30	8-Aug-06	Indianapolis	N/A	8-Aug	21-Aug	28-Aug	**4-Sep**	**11-Sep**	**18-Sep**	**20-Sep**	22-Sep	*25-Sep*	2-Oct	25-Dec
31	22-Aug-06	Vincennes	N/A	22-Aug	4-Sep	11-Sep	**18-Sep**	**25-Sep**	**2-Oct**	**4-Oct**	6-Oct	*9-Oct*	16-Oct	8-Jan
32	5-Sep-06	Fort Wayne	N/A	5-Sep	18-Sep	25-Sep	**2-Oct**	**9-Oct**	**16-Oct**	**18-Oct**	20-Oct	*23-Oct*	30-Oct	22-Jan
33	19-Sep-06	Muncie	N/A	19-Sep	2-Oct	9-Oct	**16-Oct**	**23-Oct**	**30-Oct**	**1-Nov**	3-Nov	*6-Nov*	13-Nov	5-Feb
34	3-Oct-06	Vincennes	N/A	3-Oct	16-Oct	23-Oct	**30-Oct**	**6-Nov**	**13-Nov**	**15-Nov**	17-Nov	*20-Nov*	27-Nov	19-Feb
35	17-Oct-06	Michigan City	N/A	17-Oct	30-Oct	6-Nov	**13-Nov**	**20-Nov**	**27-Nov**	**29-Nov**	1-Dec	*4-Dec*	11-Dec	5-Mar
36	28-Nov-06	Marion County	N/A	28-Nov	11-Dec	18-Dec	**25-Dec**	**1-Jan**	**8-Jan**	**10-Jan**	12-Jan	*15-Jan*	22-Jan	16-Apr
37	12-Dec-06	Fort Wayne	N/A	12-Dec	25-Dec	1-Jan	**8-Jan**	**15-Jan**	**22-Jan**	**24-Jan**	26-Jan	*29-Jan*	5-Feb	30-Apr
38	26-Dec-06	Marion County	N/A	26-Dec	8-Jan	15-Jan	**22-Jan**	**29-Jan**	**5-Feb**	**7-Feb**	9-Feb	*12-Feb*	19-Feb	14-May
39	23-Jan-07	*Skipped*	N/A	23-Jan	5-Feb	12-Feb	**19-Feb**	**26-Feb**	**5-Mar**	**7-Mar**	9-Mar	*12-Mar*	19-Mar	11-Jun
40	6-Feb-07	Marion County	N/A	6-Feb	19-Feb	26-Feb	**5-Mar**	**12-Mar**	**19-Mar**	**21-Mar**	23-Mar	*26-Mar*	2-Apr	25-Jun
41	20-Feb-07	Scottsburg	N/A	20-Feb	5-Mar	12-Mar	**19-Mar**	**26-Mar**	**2-Apr**	**4-Apr**	6-Apr	*9-Apr*	16-Apr	9-Jul
42	20-Mar-07	*Skipped*	N/A	20-Mar	2-Apr	9-Apr	**16-Apr**	**23-Apr**	**30-Apr**	**2-May**	4-May	*7-May*	14-May	6-Aug
43	17-Apr-07	Marion County	N/A	17-Apr	30-Apr	7-May	**14-May**	**21-May**	**28-May**	**30-May**	1-Jun	*4-Jun*	11-Jun	3-Sep
44	15-May-07	Indianapolis	24-Apr-07	15-May	28-May	4-Jun	**11-Jun**	**18-Jun**	**25-Jun**	**27-Jun**	29-Jun	*2-Jul*	9-Jul	1-Oct
45	29-May-07	Michigan City	8-May-07	29-May	11-Jun	18-Jun	**25-Jun**	**2-Jul**	**9-Jul**	**11-Jul**	13-Jul	*16-Jul*	23-Jul	15-Oct
46	12-Jun-07	Indianapolis	22-May-07	12-Jun	25-Jun	2-Jul	**9-Jul**	**16-Jul**	**23-Jul**	**25-Jul**	27-Jul	*30-Jul*	6-Aug	29-Oct
47	26-Jun-07	Fort Wayne	5-Jun-07	26-Jun	9-Jul	16-Jul	**23-Jul**	**30-Jul**	**6-Aug**	**8-Aug**	10-Aug	*13-Aug*	20-Aug	12-Nov
48	11-Jul-07	Michigan City	20-Jun-07	11-Jul	24-Jul	31-Jul	**7-Aug**	**14-Aug**	**21-Aug**	**23-Aug**	25-Aug	*28-Aug*	4-Sep	27-Nov
49	24-Jul-07	Indianapolis	3-Jul-07	24-Jul	6-Aug	13-Aug	**20-Aug**	**27-Aug**	**3-Sep**	**5-Sep**	7-Sep	*10-Sep*	17-Sep	10-Dec
50	7-Aug-07	Vincennes	17-Jul-07	7-Aug	20-Aug	27-Aug	**3-Sep**	**10-Sep**	**17-Sep**	**19-Sep**	21-Sep	*24-Sep*	1-Oct	24-Dec
51	21-Aug-07	Indianapolis	31-Jul-07	21-Aug	3-Sep	10-Sep	**17-Sep**	**24-Sep**	**1-Oct**	**3-Oct**	5-Oct	*8-Oct*	15-Oct	7-Jan
52	4-Sep-07	Scottsburg	14-Aug-07	4-Sep	17-Sep	24-Sep	**1-Oct**	**8-Oct**	**15-Oct**	**17-Oct**	19-Oct	*22-Oct*	29-Oct	21-Jan
53	19-Sep-07	Scottsburg	29-Aug-07	19-Sep	2-Oct	9-Oct	**16-Oct**	**23-Oct**	**30-Oct**	**1-Nov**	3-Nov	*6-Nov*	13-Nov	5-Feb
54	2-Oct-07	Muncie	11-Sep-07	2-Oct	15-Oct	22-Oct	**29-Oct**	**5-Nov**	**12-Nov**	**14-Nov**	16-Nov	*19-Nov*	26-Nov	18-Feb
55	16-Oct-07	Fort Wayne	25-Sep-07	16-Oct	29-Oct	5-Nov	**12-Nov**	**19-Nov**	**26-Nov**	**28-Nov**	30-Nov	*3-Dec*	10-Dec	3-Mar
56	13-Nov-07	Indianapolis	23-Oct-07	13-Nov	26-Nov	3-Dec	**10-Dec**	**17-Dec**	**24-Dec**	**26-Dec**	28-Dec	*31-Dec*	7-Jan	31-Mar

Cohort Hiring Timeline
SFY 07

	Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	Interview Complete*	Position Offered*	Position Accepted	Send Signed Applicant Release form to HR	Offer Letter Sent	*Hotel Confirmation Complete*	Start Date	Graduation Date
Responsibility		Stephanie Beasley	Stephanie Beasley	HR/SPD	HR/ SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**	**Regional Managers, County Directors**	**Applicant**	**Regional Managers, County Directors**	HR/SPD	*Peggy Farrar*	Employee	Employee
Time Frame		Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**	**Day 56**	**Day 63**	**Day 65**	Day 67	*Day 70*	Day 77	Day 161
	57	27-Nov-07	Michigan City	6-Nov-07	27-Nov	10-Dec	17-Dec	**24-Dec**	**31-Dec**	**7-Jan**	**9-Jan**	11-Jan	*14-Jan*	21-Jan	14-Apr
	58	11-Dec-07	Muncie	20-Nov-07	11-Dec	24-Dec	31-Dec	**7-Jan**	**14-Jan**	**21-Jan**	**23-Jan**	25-Jan	*28-Jan*	4-Feb	28-Apr
	59	25-Dec-07	Michigan City	4-Dec-07	25-Dec	7-Jan	14-Jan	**21-Jan**	**28-Jan**	**4-Feb**	**6-Feb**	8-Feb	*11-Feb*	18-Feb	12-May
	60	8-Jan-08	Indianapolis	18-Dec-07	8-Jan	21-Jan	28-Jan	**4-Feb**	**11-Feb**	**18-Feb**	**20-Feb**	22-Feb	*25-Feb*	3-Mar	26-May
	61	22-Jan-08	Vincennes	1-Jan-08	22-Jan	4-Feb	11-Feb	**18-Feb**	**25-Feb**	**3-Mar**	**5-Mar**	7-Mar	*10-Mar*	17-Mar	9-Jun
	62	5-Feb-08	Scottsburg	15-Jan-08	5-Feb	18-Feb	25-Feb	**3-Mar**	**10-Mar**	**17-Mar**	**19-Mar**	21-Mar	*24-Mar*	31-Mar	23-Jun
	63	19-Feb-08	Indianapolis	29-Jan-08	19-Feb	3-Mar	10-Mar	**17-Mar**	**24-Mar**	**31-Mar**	**2-Apr**	4-Apr	*7-Apr*	14-Apr	7-Jul
	64	4-Mar-08	Michigan City	12-Feb-08	4-Mar	17-Mar	24-Mar	**31-Mar**	**7-Apr**	**14-Apr**	**16-Apr**	18-Apr	*21-Apr*	28-Apr	21-Jul
	65	18-Mar-08	Muncie	26-Feb-08	18-Mar	31-Mar	7-Apr	**14-Apr**	**21-Apr**	**28-Apr**	**30-Apr**	2-May	*5-May*	12-May	4-Aug
	66	1-Apr-08	Indianapolis	11-Mar-08	1-Apr	14-Apr	21-Apr	**28-Apr**	**5-May**	**12-May**	**14-May**	16-May	*19-May*	26-May	18-Aug

Exhibit 2

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
4	Adams	4	3	1	75%	2	1	2	50%
4	Allen	96	79	17	82%	78	1	18	81%
14	Bartholomew	20	16	4	80%	16	0	4	80%
5	Benton	4	3	1	75%	3	0	1	75%
7	Blackford	3	3	0	100%	3	0	0	100%
9	Boone	8	6	2	75%	6	0	2	75%
13	Brown	3	2	1	67%	2	0	1	67%
5	Carroll	3	2	1	67%	2	0	1	67%
6	Cass	6	5	1	83%	5	0	1	83%
18	Clark	30	26	4	87%	25	1	5	83%
8	Clay	5	3	2	60%	3	0	2	60%
5	Clinton	9	7	2	78%	7	0	2	78%
17	Crawford	7	5	2	71%	5	0	2	71%
17	Daviess	5	4	1	80%	5	-1	0	100%
15	Dearborn	9	8	1	89%	8	0	1	89%
15	Decatur	8	6	2	75%	4	2	4	50%
4	DeKalb	13	9	4	69%	9	0	4	69%
7	Delaware	41	34	7	83%	33	1	8	80%
17	Dubois	6	5	1	83%	5	0	1	83%
3	Elkhart	45	27	18	60%	27	0	18	60%
12	Fayette	10	8	2	80%	8	0	2	80%
18	Floyd	12	9	3	75%	9	0	3	75%
5	Fountain	4	4	0	100%	4	0	0	100%
12	Franklin	6	4	2	67%	4	0	2	67%
6	Fulton	5	4	1	80%	4	0	1	80%
16	Gibson	9	7	2	78%	7	0	2	78%
7	Grant	18	16	2	89%	16	0	2	89%
13	Greene	13	10	3	77%	9	1	4	69%
11	Hamilton	12	7	5	58%	7	0	5	58%
11	Hancock	7	5	2	71%	4	1	3	57%
18	Harrison	10	8	2	80%	7	1	3	70%
9	Hendricks	9	8	1	89%	8	0	1	89%

16	Knox	12	10	2	83%	11	-1	1	92%
3	Kosciusko	7	6	1	86%	6	0	1	86%
4	LaGrange	7	7	0	100%	6	1	1	86%
1	Lake	167	120	47	72%	117	3	50	70%
2	LaPorte	20	16	4	80%	16	0	4	80%
13	Lawrence	11	6	5	55%	7	-1	4	64%
11	Madison	35	23	12	66%	23	0	12	66%
10	Marion	299	212	87	71%	198	14	101	66%
3	Marshall	12	8	4	67%	8	0	4	67%
17	Martin	2	1	1	50%	1	0	1	50%
6	Miami	11	7	4	64%	7	0	4	64%
13	Monroe	24	18	6	75%	18	0	6	75%
9	Montgomery	17	14	3	82%	14	0	3	82%
9	Morgan	12	9	3	75%	9	0	3	75%
2	Newton	4	2	2	50%	2	0	2	50%
4	Noble	9	7	2	78%	7	0	2	78%
15	Ohio	2	1	1	50%	1	0	1	50%
17	Orange	5	3	2	60%	3	0	2	60%
13	Owen	6	4	2	67%	4	0	2	67%
8	Parke	3	2	1	67%	2	0	1	67%
17	Perry	8	5	3	63%	5	0	3	63%
16	Pike	6	4	2	67%	4	0	2	67%
2	Porter	27	24	3	89%	21	3	6	78%
16	Posey	4	3	1	75%	3	0	1	75%
2	Pulaski	4	3	1	75%	3	0	1	75%
9	Putnam	13	8	5	62%	8	0	5	62%
7	Randolph	6	4	2	67%	4	0	2	67%
15	Ripley	9	9	0	100%	9	0	0	100%
12	Rush	7	4	3	57%	4	0	3	57%
3	Saint Joe	54	40	14	74%	37	3	17	69%
18	Scott	16	12	4	75%	12	0	4	75%
14	Shelby	12	7	5	58%	7	0	5	58%
17	Spencer	4	3	1	75%	3	0	1	75%
2	Starke	7	5	2	71%	5	0	2	71%
4	Steuben	18	12	6	67%	12	0	6	67%
8	Sullivan	6	3	3	50%	2	1	4	33%
15	Switzerland	5	4	1	80%	4	0	1	80%

Staffing Report Data as of 3/31/07

8/16/2007 9:21 AM

18	Washington	7	4	3	57%	3	1	4	43%
12	Wayne	15	11	4	73%	11	0	4	73%
4	Wells	6	4	2	67%	4	0	2	67%
5	White	5	4	1	80%	4	0	1	80%
4	Whitley	4	2	2	50%	2	0	2	50%
State Wide Total		1598	1192	406	75%	1155	37	443	72%